



Affectionate Farewell to John Calhoun Baker

By CARR LIGGETT, '16

Sweet lyric Muse, lift my poor wit
To chords tuned with the Infinite,
Though what the Infinite may be
For years and years has baffled me;
Help me write lines that overturn
The fame of John Keats' "Grecian Urn:"
An ode that bravely goes to bat
For Truth and Beauty and stuff like that;
An ode unodious, that surpasses
The ones that bore most English classes,
From divine afflatus so ravishing
It makes the lark ashamed to sing
As long ago with melodious quiver
He sang above Hockhocking River.
Inspire me, dear poetic Muse,
To mourn immortally him we lose;
Do miracles—make me a music-maker
Worthy to praise John Calhoun Baker!

II

*Back to old Boston, Muse, let's traipse,
And from the tavern, "Bunch of Grapes,"
Help me to sing with eloquence
Of noble college presidents!*

There may have been more illustrious men,
more forthright men or subtler,
But few have earned a memorial
like the Hall of Manasseh Cutler.
Thirteen scholarly gentlemen
have sat in that ancient hall
Since Rufus Putnam built it well,
wall by red brick wall;
Men who have prayed and sacrificed,
battled and hoped and schemed
To free men's fettered minds . . .
And make come true what Manasseh dreamed,
That some day men and women
might grow wise instead of smart,
And learn what makes men truly men,
and learn it well . . . by heart!

For fifty-six and a hundred years
they kept Ohio going,
Under skies of cloudy discouragement
and skies of bright rainbowing.
They rented out their 46,000 acres . . .
to dedicate

The first Ohio college
by the Fall of eighteen eight;
But alas for presidents Lindley, Irvine,
Wilson and McGuffy—
At annual rent collection time
they found the tenants huffy . . .
Each local farmer, lumberman, blacksmith,
miller, carpenter, baker
Cried out in anguish . . . they couldn't afford
to pay five cents an acre!
Those charming Athens County folk
in countryside and town
Were so glad for Cutler's uplift
that they tried to burn it down,
Hanging McGuffy in effigy
and plotting to start a riot—
The faculty scarcely knew an hour
of cultured cloistered quiet.

But the college, usually short of cash
as it was short of scholars,
Too few of whom could pay a year's tuition
of \$20,
Was kept alive by those teaching pioneers,
a hardy lot,
Prexies Ryors and Howard
and Ohio's alumnus, Scott,
And Super and Crook and Super again,
and then new century Ellis,
Bryan, Chubb and Gamertsfelder
and James, strong-minded, zealous
To build a true university—
from them at last evolved
A millennial seat of learning
with all of its problems solved!
So Dr. Baker supposed that day
when the Board of Trustees sent
To Harvard to ask him would he like
to become its president.
With the boys at war, Ohio seemed
a peaceful sanctuary,
Unlike old Harvard, a calm delightful
female seminary.
That's why Dr. Baker said he'd come,
and with all his kin he came,
To find that in Cutler Hall his life
would never be the same.

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THE COVER

In the years ahead, Dr. and Mrs. John C. Baker will look back on many pleasant hours in the garden behind their home on Park Place in Athens. In the midst of administrative exigencies, the garden has been a place of momentary relaxation and quiet contemplation. There too they have entertained renowned educators, diplomats, and artists, but more important to them, hundreds of Ohio University students, faculty, alumni and close friends. This issue of the Ohio Alumnus is dedicated to the Baker family who leave at the close of this semester for well deserved but highly regretted retirement from Ohio University life.

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JOHN BAKER OF OHIO UNIVERSITY

By Charles Allen Smart

WHEN I came out of the Navy in the autumn of 1945, I asked my parents' university, Ohio State, for a job, and was promptly turned down. When I heard about John C. Baker, a Harvard man and apparently a good one, at Ohio University, I wrote to him, and in this letter I happened to mention the rejection by Ohio State. I was promptly summoned to Athens, and a long time later John Baker told me that he had been laughing about my letter ever since. I am not quite sure, but I think that my mention of the rejection seemed to him somehow attractively innocent.

Our first interview was in his old office in Ewing Hall, and I liked the man at once: a rangy Pennsylvania farm type, sceptical but no cynic, zestful and humorous but no sentimental gusher, and well aware of human pitfalls and sorrows. In time, of course, he grew on me, and he still does.

He was obviously a very able man of the world, an operator, in fact, of the highest type, not at all impressed by himself and accepting as obvious the fact that organizing men, machines, and money, with daring, imagination, and tenacity, had one purpose only: the betterment of the conscious experience of individual boys and girls, men and women. With this conviction, it was inevitable that having been a business man, he had become a professor, and finally the president of a university.

If he drawled "*Well . . .*" to a proposition, or needled people into his own pattern of action like the good business man he was, he dressed like a Harvard professor and brooded on people and on the tricks of fate like a novelist. In his own way, he was those also, and I was not surprised, much later, when he became also a very effective diplomat, still learning new languages and having new visions of humanity.

He was toughly ambitious, certainly, but quite without vanity, and only as a craftsman is ambitious, to do as well as he can the biggest, hardest job he can do. In his study John Baker has two beautiful photographs of a rangy Kentucky-Indiana-Illinois farm type who also was ambitious as a craftsman in people, who doubted his own capacities and importance, and who did a very big, very hard job rather well.

The second time I went to Athens I was invited with my wife to luncheon. Mr. Baker had not mentioned the time, I had vaguely assumed one o'clock or so, and on the drive over from Chillicothe we ran out of gas. When we arrived, we found that Mr. and Mrs. Baker, Dean Gamertsfelder, and several professors had been waiting for that damned writer and his wife for much more than an hour.

It was not the first time that Mrs. Baker entertained under difficulties caused in part by Mr. B. and his odd associates and acquaintances, or the last; but as usual, she carried it off as though it had been perfectly natural and necessary, and in fact, charming. I liked Elizabeth from the very first, also, and if I had any children, I'd like them to be three girls.

I was given an office in an abandoned rat laboratory in the attic of Cutler before rebuilding, and Brandon Grover finally found us an apartment on Mulberry Mews, all mixed

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Harold F. ... 1952



up with a bunch of children, a girls' dormitory, a Rector, various dogs, and the Seiberts and Kendalls.

My wife and I soon discovered with pleasure that around five o'clock in the afternoon John Baker was apt to appear at my office or at our apartment and ask me or both of us to take a walk with him around the campus. He would always snap his fingers loudly and genially at our cocker, Geoffrey, and say "Hi, Jerry!" and—dog fans, take it or leave it—Geoffrey did not like him at all. Whenever I heard disgruntled professors growling about John Baker, I thought of Geoffrey and of the limitations of dogs and men.

The ostensible purpose of those walks was to look at the new buildings going up, and we certainly climbed down into a lot of muddy cellars and up many dirty ladders into what John assured me gleefully would be the most perfect kitchen, say, or powder room in Ohio. I was willing to take his word for it, from the sidewalk, but I did not want to miss any of the good talk that John gave out steadily on those walks.

The Building of Standards

Once, looking at some big, handsome new dormitory or laboratory or whatnot, and talking about the financial and other struggles involved, he laughed and said: "You're the Democrat, Allen, but I have to admit I've done my share of deficit-financing for this university! In one way, they won't get rid of me for a century!"

More often, however, the talk was about the building not of bricks but of standards: in teaching, in learning, in productive scholarship, in self-discovery and growth, in citizenship, in teachers' salaries, in shrubbery and trees, in commencement speeches, in food for freshmen, in courtesy and tolerance, in amateur music and theatre, in behavior on a baseball diamond—in every kind of life around us, and God knows there is enough life, visible and invisible, in Athens, Ohio.

Nobody could ever call John Baker a prig, because I suspect he thinks he's a bit of a mess himself, and yet is not

too much interested in the fact; yet the craftsman is always there, hating a second-rate job, or at least a second-rate effort, of any kind, and always thinking up a new way to do the job, whatever it is, better.

Genuine Interest in People

On those walks and talks he did not generalize as much as this would suggest. He was always interested in the individual people involved, and in what was happening to them, inside of them. John Baker said "Hello," cheerfully and simply, to every student we passed, and this was not condescension, or chumminess, or an attempt to be liked: it was a simple, genuine, friendly interest in young people. To him, they are not statistics, or problems, or display items, or voters, or customers, but living, unique individuals funny, sad, exhilarating, depressing, and engrossing. He likes most people, and when he doesn't like them, he brushes them out of his mind. When he is unjustly attacked, as he has been, and bitterly, he winces in private, then grins, takes the long view, and goes on.

In one way at least he resembles F.D.R., and that is in being almost incapable of firing anyone: even when their damage is extensive he'd much rather let the square pegs work their own way out. In the most important sense he is, despite pressures by his own great talents and by his business friends, one of the truest democrats I know.

This warm interest in people as such extends far beyond the large university family. Once several years after we left Athens, John and Elizabeth Baker came down to Mexico, and because as usual John was working like a demon and getting gray in the face, even in Mexico City, we persuaded them to join us at Manzanillo, on the tropical west coast.

After a few days of enforced idling on sun-drenched beaches, punctured only a few times by telephone calls from Governor O'Neill and Brandon Grover, John said to me: "Allen, this is all very well, but can't we somehow get into a talk with some of these poorest Mexicans, living in these huts?"



It so happened that a week or so before, on the edge of the jungle, my wife and I had run into a poor woman who had just been stung by a scorpion of the dangerous kind they have there, and had helped to get her to the inoculation place in town. In this odd way we had become sufficiently acquainted so that I did not think a return to her crowded hut, to inquire about her health, would be an intrusion.

We finally found the place, and found that wife and mother in good health and cheer, washing clothes, as all Mexican women always are doing, and surrounded by about sixteen children, of all ages, dogs, cats, chickens, pigs, cows, turkeys, goats, and a monkey. We were offered small stools and anything in the house, and presently John was inundated by children, while through me he kept asking their mother about them and their health and schooling, and about her husband and his work—and he was off somewhere, plowing his corn with his oxen.

Finally, not without reflection, I explained that Senor Baker was especially interested in the schooling because he was *el Senor Presidente de la Universidad de Ohio, y tambien uno de los delegados de los Estados Unidos a las Naciones Unidas*. She seemed to understand this well enough to go briefly into a daze, but she then pulled herself together with fine dignity and the conversation continued. John has a quick ear as well as mind, and presently an interpreter was hardly needed.

On our way back to our hotel John asked me almost sharply why I had felt obliged to explain his jobs, and I could see that I had really embarrassed him. "We did not greatly embarrass our hostess," I said. "You made her day, and more, even if, when she tells her husband about you to-night, he beats her up for trying to tell him such a fantastic lie."

John Baker has talked like that with people of all classes, of many races, in many nations, and if another John doesn't hire him again, to work for the United States and for belated civilization, I shall be disappointed.

Many people see in John Baker the administrator, the democrat, the diplomat, and other of his rôles or natures, but I suspect that fewer see the modest but incorrigible egg-head. He hasn't read all of the Great Books, of course — and who has, or wants to? — but he has read many of them, and he has used them in his thinking and living more than most professors do.

Thickets of Confused Prose

One morning on that same visit to Mexico, the four of us were seated under a shelter of thatch on a deserted beach, with wooded and flowering cliffs behind us, the blue walls of mountains framing the bay, and with the aquamarine and turquoise sea spreading out there all the way to Tahiti and breaking into sunlit foam at our feet. Out of a beach bag John suddenly pulled some papers and then said: "You three really must listen to this." Whereupon he proceeded to read to us a longish statement on education in Russia written by some Soviet bureaucrat.

Every now and then John would give us a brief rest from those thickets of confused prose by stopping to relate its lethal ideas to those of Plato or Cardinal Newman — and the latter, at least, was more palatable — but for us, in that place, at that time, the total fare was repulsive. I quietly picked up my paint box and paper and drifted away, and soon I saw our two handsome women walking down to plunge into the sea — while our outrageous intellectual still read on, to himself, unseeing! When we returned, he joined heartily and sincerely, as he can always do, in our laughter at himself.

This drive, both intellectual and practical, and united perhaps with the morals — which I should be the last to deride — of very Protestant Pennsylvania farmers, may account for John Baker's distaste for any kind of intoxication, vulgarly alcoholic or more purely emotional: an attitude that used to seem to go a bit beyond the obviously necessary

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ENCOURAGEMENT OF SCHOLARSHIP

A FEW MONTHS ago while having after-dinner coffee in the lounge of an African hotel. I met Mr. and Mrs. Heffelfinger of Minneapolis. The place was Paraa Safari Lodge which is located in Murchison Falls National Park, in Uganda. We, of course, identified each other as Americans. When Mrs. Heffelfinger asked me where I was from, I replied, "Athens, Ohio." "Oh," said she, "when I think of Athens, Ohio, I think of Ohio University and when I think of Ohio University, I think of John Baker." Further conversation soon brought out the fact that Mrs. Heffelfinger was a member of the United Nations Economic and Social Council when President Baker was chairman of the United States delegation to UNESCO.

Mrs. Heffelfinger's admiration and respect for John Baker were soon apparent. A trait which she especially admired was his diplomacy. She told of situations which could easily have produced misunderstanding and friction but for the diplomatic manner in which John Baker handled them and the individuals concerned with them.

To say that a university president must be a diplomat is to utter a truism. But the rôle of diplomacy on the part of administrative officers in fostering the development of a sound academic program is not always recognized. If an administrator is not diplomatic, discontent develops among the members of the instructional staff and a prime requisite for the growth and proper functioning of an academic program is a contented faculty.

A university faculty expects a president to raise salaries and also to employ additional professors so that teaching loads may be kept within bounds and the size of classes reduced. Obviously, if a president goes all out for either of these two objectives—and some presidents do — the other objective must be neglected. President Baker has distinguished himself for his skill in providing reasonable financial rewards for service without increasing the teaching loads which the members of the faculty must carry. Actually, downward adjustments of teaching loads have been made in several of the more critical areas.

A Three-Fold Reason

These two conditions which have been brought to pass — higher salaries and lighter teaching loads — have made a significant contribution to the development of the University's academic program. The reason is three-fold. First, the conditions named have made possible better teaching and closer attention to the needs of individual students. Secondly, they have made possible the retention of many of the

better members of the faculty, who, under different conditions, might have been tempted to transfer to other institutions. And thirdly, they have made it possible for the University to attract to the campus worthy additions to the faculty.

Another contributor has described the growth of the physical plant which has taken place under President Baker's leadership. It was imperative that increased plant facilities be provided if the educational program was to develop satisfactorily. Unfair critics sometimes accuse university presidents of having no interests beyond new buildings and larger student enrollments. What such critics fail to realize is that in many institutions the development of the educational program is seriously hampered because of inadequate classrooms, laboratories, libraries, and office space.

The new Education Building is a case in point. Prior to 1959, the activities of the College of Education were scattered in several buildings. This condition hampered the proper functioning of the College's undergraduate program. As plans developed for a more extensive graduate program, it became apparent that a new building was a "must." It is difficult to see how Education, and other departments, could have proceeded with the development of doctoral programs under the space limitations which prevailed a few years ago. Today, 136 students are pursuing programs leading toward the doctor's degree. Probably no one anticipated this in 1945 when John Baker became President of Ohio University.

Yes, President Baker has contributed to the development





By Dr. Robert L. Morton

when their books and articles appeared in print. His secretary once told me that he was very proud of the shelves of books which had been written by members of the faculty and which were on display in his office.

The true administrator concerns himself less with the direction of details of the academic program than with the provision of conditions which will permit those details to receive the attention they deserve from the members of the teaching faculty. Problems lying on the border line between administration and instruction should be solved jointly by administrators and professors.

Throughout his administration, President Baker has displayed both a willingness and a desire to have such problems considered jointly by representatives of the administration and by representatives of the faculty. Many issues which came before the Administrative Council were referred to the Faculty Advisory Council for consideration and recommendation.

President Baker himself appeared frequently before the Faculty Advisory Council to report on happenings which might affect the University's progress and welfare, to answer questions, and to listen to discussion and the expression of opinions. He made it a practice, too, to confer with individual members of the faculty as difficult problems arose and to seek their advice.

Feeling of Confidence

All of this developed in the faculty a feeling of confidence in the administration. Such a feeling of confidence is conducive to the development of the academic program whereas its opposite, fear and uncertainty as to what the administration is going to do, inhibits the development of the academic program.

During my 42 years of service to Ohio University I have observed more or less closely the work of many college and university presidents. Six of these were Ohio University presidents. Others served the many institutions on the campuses of which it was my privilege to appear in some professional capacity. Most of these were fine gentlemen and good administrators although a few must be placed in a different category. Some had special talents of one kind; some of another.

Because of the special nature of talents it is difficult to make an overall evaluation and comparison but if I were to undertake the task of ranking them on a general qualitative scale, I should without hesitation place at the top of the list the name of John C. Baker.

of the academic program at Ohio University through his diplomacy, his shrewd judgment as to the use of funds provided for personal services, and his skilled leadership in securing more nearly adequate plant facilities. But this is by no means the entire story. There has also been direct personal stimulation of scholarly effort.

A university president once told me that he did not want faculty members to waste their time in writing books. He said, "Professors are employed to teach." He was convinced that there were already too many books in most areas and that if more books were needed they could be written by those who had nothing else to do. He did not realize that only scholars should write books and that scholars always have many other things to do. Nor did he realize that experience in writing leaves the scholar with a better organization of his store of knowledge and a greater enthusiasm for its worth and for the acquisition of more knowledge and that all of this makes him a better teacher.

President Baker has done much to stimulate and encourage productive scholarship. He has done this in spite of the many problems incident to the University's rapid growth and limitations of budget. He has assisted in securing grants of funds for the conduct of research projects and he has encouraged the participation of faculty members in such projects.

He has been able, on occasion, to arrange leaves of absence for research and writing and to provide financial assistance in support of such enterprises. And he has registered his pride in the accomplishments of faculty members



OHIO UNIVERSITY'S PHYSICAL
HAS DOUBLED SINCE WORLD

IT WOULDN'T be right to pick one facet of the character of John Baker and over-emphasize it, because he has so many capabilities and interests, they all need to be honored.

But his record as a builder is prominent and its accomplishments will adorn and serve Ohio University for many years to come.

The university plant, then long starved for want of funds for "additions and betterments" as the law calls it, must have looked pretty slim and seedy to the new president when he faced the post-war era of universities in 1945. The growth and betterment of the institution which he came here to lead could not take place without additional physical plant to do this job in the present-day world of higher education. Just where to start must have been a problem.

The vision was there, however, and it was not overwhelmed by the magnitude of the need. Be it a new sidewalk or a redecorated classroom, dormitories or recreational facilities, President Baker showed no confusion, if he felt it, in putting first things first and pressing ceaselessly for necessary facilities.

There resulted in that greatest period of growth yet known to Ohio's universities, new methods of financing construction, new areas to be developed, new ways of getting what was necessary, and newly important needs for a residential college. To enumerate all the building achievements of the sixteen years risks losing sight in a maze of figures of the foresight and determination that led it.

Yet it stands that a count of plant expansion under President Baker reads like this: Nine new classroom buildings, 16 new dormitories, 6 functional or special-purpose buildings, 11 major remodeling projects, and 15 major specialty or feature improvements, totalling \$27,698,000 in construction costs alone.

Much more was required for furniture and equipment. Over \$1,300,000 was required for additional land and acreage. Much of this construction became possible through the generosity of the Legislature, much of it through long-term borrowing, some of it from the contributions of students and faculty, some from earnings from operations. Altogether, it is a pattern that has more than doubled the physical plant, quadrupled the service to students, and opened new avenues of service in education, research and development.

Ohio University's position today is one which compares well with any state institution in the country, yet the program is never finished and the picture may never be complete. Already a second, all-new residential campus is under way, and the needed additional classroom buildings and feature equipment are planned for the years ahead.

Already John Baker's vision of the future has brought into being interesting expansion plans beyond the dreams of those not acquainted with his restless spirit and indefatigable habit of pushing ahead against any odds.

By
Gordon K. Bush

PLANT
WAR II

LEADERSHIP IN STATE AND WORLD AFFAIRS

PRESIDENT John Calhoun Baker brought a unique combination of ability, experience and dedication to Ohio University.

Most important was his complete dedication to the improvement of the quality of education at Ohio University and to the increase of its influence in the community, the nation and the world.

Dr. Baker is a scholar, administrator, loyal friend and good citizen in the highest sense. He possesses that kind of wisdom which has been described as "common sense in an uncommon degree." Trite as this statement may seem, the quality is rare indeed in an individual.

Since his arrival at Ohio University, he has enjoyed the confidence of four Governors of this state—two of each party. All of them sought his advice. His stature has attracted and enlisted strong and hard working trustees. He has led the way in increasing faculty salaries, strengthening the staff, raising its morale and commanding loyalty to it. He has inspired those who work with him. He inaugurated a graduate degree program, raised the quality of instruction and undertook a tremendous building program. He pioneered the branch university system. The success of his leadership has made it possible for Ohio University to meet every new challenge of the last sixteen years.

His interests and activities have covered a wide range.

Dr. Baker has frequently been called upon by community leaders, governors and the President of the United States to undertake huge responsibilities. He has responded on each occasion except when it would have been necessary that he leave or even temporarily lay aside his duties at the University. Then each time he has declined even the highest honors offered. Ohio University has come first.

He instituted a workshop for labor leaders of Ohio during each summer at Ohio University in co-operation with the Ohio AFL-CIO.

By reason of his unusual abilities, he has been elected and now serves as a member of the boards of directors of some of America's most successful large corporations.

Study of Narcotics Problem

As Attorney General, I asked Dr. Baker to head a state-wide Citizens Committee to study the narcotics problem in Ohio and make recommendations for needed legislation. Under his direction, a Citizens Committee of 12,000 men and women, the largest ever organized in Ohio, was formed.

Dr. Baker studied the problem and traveled thousands of miles, listening, working and speaking to gain an understanding of this vicious evil. He played an important part in writing the legislation and in appearing before legislative committees to support it. This legislation is now recognized as the model narcotics statute in the United States.

As Governor of Ohio, I requested Dr. Baker to accept the chairmanship of a Commission on Education Beyond the High School. This Commission, made up of labor leaders, business leaders, women and educators representing tax supported, privately financed and church related colleges and universities, undertook the task of formulating a program for the future, which for many years could serve as a blue print for the development of education beyond the high school in this state. At Dr. Baker's insistence, the state provided only a small sum of money for financing the work of this Commission. Whereas most commissions of this type have had appropriations ranging from \$100,000 to \$200,000, the state provided only \$10,000, and, through Dr. Baker's leadership, \$25,000 from private sources was contributed. Much of this money was not used.

The Commission accomplished the unexpected by gaining unanimous agreement among the tax supported, privately financed and church related colleges and universities endorsing its plan and recommendations.

The industry, wisdom, co-operation and diplomacy of Dr. Baker made this possible.

A Guidepost for Legislation

The report of the Commission set forth for the first time the proposition that every boy and girl in Ohio should have the opportunity for education beyond the high school, limited only by intellectual ability and the desire to obtain it. This report still stands as a guidepost in this state, and, were the Legislature now to review it and enact legislation pursuant to it, the problems faced in the field of higher education in Ohio would be solved within the state's financial resources, and the quality of education would be improved.

With great foresight, he suggested to me in 1957 that it would be advisable for the Governor to establish a Committee on Economic and Unemployment Problems to deal with the oncoming recession. One tangible result of the appointment of this Committee was that, when it became necessary, a bill to extend unemployment compensation was

By The Hon. C. William O'Neill

passed in Ohio, with the unanimous support of both parties in the Legislature and in a special session which lasted only a few days. The committee had prepared the way.

By reason of his insight and understanding of world problems, the facilities of Ohio University were thrown open for the establishment of an alternative seat of state government at Ohio University in the event the State Capitol was bombed by an enemy. Authorities agree that, by reason of the leadership of Dr. Baker and the co-operation of his faculty and staff, a most complete and effective alternative seat of government was established without disrupting normal activities. He saw the necessity for access to this seat of government by air and, as a result, a modern airstrip was constructed at the Ohio University Airport.

Strengthening of Citizenship

Again, with his co-operation, the Federal Reserve Bank of Cleveland established and has had in operation for some years a headquarters in Athens, to which it is prepared to move its entire operation in the event of a bombing of the city of Cleveland.

No important task is too small or too great for him to undertake when it will contribute to the welfare of people and to the strengthening of the citizenship and leadership of our Republic.

When the American Legion program, known as Buckeye Boys State, was summarily evicted from Camp Perry, an emergency was created. It appeared that the program might be doomed because of a lack of a place to meet. Dr. Baker responded immediately, and I have been told by the leaders of this program that the co-operation given by him and his staff has made the program better than it ever was before. Legionnaires are profuse in praising him for his response.

I asked him to handle the pretraining sessions of the YMCA Youth in Government Program. These sessions are held in five colleges and universities each year. Dr. Baker has made these arrangements for ten years, and his insistence that there be proportionate representation of the church related, privately endowed and tax supported colleges and universities has been a major contribution in making the program workable and effective without controversy.

His wise counsel has contributed immeasurably to the friendly and wholesome relationship among the tax support-

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President Baker inspects a Technical Assistance farm project in Yugoslavia in the summer of 1956.

"His work and destiny were at Ohio University"

ed, privately endowed and church related colleges and universities in this state. This relationship presents a marked contrast with those in many states today where there is unrestrained rivalry, if not open warfare, between the tax supported schools and those that are privately financed. In some states, not far removed from Ohio, there is competition in the legislatures between tax supported schools for funds.

Dr. Baker served as United States Representative to the Economic and Social Council of the United States in Geneva, Switzerland, in the summers of 1953, 1955 and 1956. Dr. Baker headed the twenty-four man United States delegation there.

In 1956, Dr. Baker visited in several Asian countries at the request of the State Department.

His work for the UN made it possible for him to bring



The President visits India's Prime Minister Nehru on behalf of the U. S. State Department in 1955.

to Ohio University such guests as the late Dag Hammarskjöld, Ralph Bunche and high government representatives of several other countries. Thus, the students, faculty and townspeople of Athens shared in the dividends from his work.

In 1958, Dr. Baker, along with Dr. Benjamin C. Willis of Chicago, was selected by the International Co-operation Administration to conduct a survey of the educational needs of Cambodia.

In 1959, Dr. Baker, at the request of the International Co-operation Administration, conducted conferences and private discussions with the faculty and administrators at the University of Valle at Cali, Colombia, and prepared a report on his observations and recommendations for higher education in Colombia. Based upon his report, a committee from Colombia developed a framework on which it plans to build the academic future of higher education in Colombia.

As a result of Dr. Baker's reputation, the ICA requested Ohio University, in 1957, to establish an educational training center in Nigeria. One section of this center conducts an elementary teacher training program and the other section conducts a commercial teacher training program. The programs are designed for teachers who will in turn train other teachers, thus providing a constantly increasing number of qualified teachers for Nigeria. Today there are eleven United States teachers, six of them from Ohio University, on the staff. They represent the second team to go to Nigeria, the first having completed two years' service in the summer of 1960. In 1964, the project will be taken over by Nigeria, according to present plans. Dr. Baker has made trips to Nigeria to inspect this program and has recently been called upon to organize a similar program for industrial arts instruction in the eastern region of Nigeria.

Twice Dr. Baker has been considered for appointment as a member of the Atomic Energy Commission of the United States and twice he has declined consideration because of his allegiance to Ohio University and because of his firm conviction that his work and destiny were at Ohio University.

Mrs. Baker's Contributions

Dr. Baker's wife, Elizabeth, has contributed much to the cultural leadership of the University. She has been deeply interested in dramatics, which interest has led her to participate in theater productions at the University and to establish a little theater at the Baker's summer home at Chatham, Massachusetts.

Dr. and Mrs. Baker have reared and educated three wonderful daughters.

Dr. Baker has said that his roots are now in Ohio, and that upon his retirement he intends to live in the Buckeye State, although his interests and the work he will no doubt be called to do will take him world-wide in his travels.

This honest, strong, wise and generous man has earned the respect, affection and gratitude of thousands with whom he has come in contact. He has raised the prestige of Ohio University enormously. He has been a leader in increasing the opportunity for higher education and in improving its quality at Ohio University, in the state of Ohio, in the United States and in the world.

His wisdom in his work at Geneva has improved the chances for peace in the world.

In retirement, his fund of knowledge, his breadth of experience and his total dedication to his ideals should bring expanding opportunity for service in public life where competence and dedication are so badly needed.

One of his first concerns will always be that whatever he may do must reflect credit upon Ohio University.

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Reflections of The Baker Years



No Compromise of Quality

THE OHIO University student quite naturally sees President John C. Baker in an entirely different perspective than do his associates on the faculty, in the administration or in the various governments with which he has served.

The development of the student is the end result of the departing President's hard devoted work and energy. Unfortunately, however, the student's view of the man is limited. He generally sees the President through the confines of only a brief span of years, a shorter period of time than others do.

Some few students do not think much about their President. They take him for granted.

But many students who know this gentleman, or even know of him, look upon Dr. Baker with awe.

His accomplishments in the interest of Ohio University, the state of Ohio, the United States and the United Nations are marked by President Baker's dignity, hard work, and compassion for others. All this the student admires and respects while agreeing with a 1945 Harvard University publication's summation of Dr. Baker: "A happy combination of hard head and a warm heart."

The student is proud of Dr. Baker for the work which he has done to make Ohio University one of the best universities in the Midwest.

The student respects Dr. Baker for not compromising his principle of quality in the face of rapid growth.

One student, Leonard S. Wolowiec, who was editor of the 1961 yearbook, *Athena*, summed up the students' feelings toward Dr. Baker's Achievements by describing him as "A great man, a great educator and a man who commands the respect of many throughout the world."

Dr. Baker has always been noted for his friendliness and close contact with students of Ohio University. This attitude, in turn, is reflected throughout the university which enjoys a reputation of cordiality.

The day after he took office as president, the campus newspaper, the *Ohio University Post*, heralded his arrival by predicting: "If first impressions hold good. . . Dr. Baker's stay on this campus will indeed be one marked with good will, friendship and complete cooperation between the student body and the office of the president." The student body today applauds this prediction.

At Student Functions

Whenever possible, Dr. Baker attends student functions. He can be found cheering at football and basketball games, attending banquets, or visiting dormitories to talk with students.

One senior observes the friendliness and warmth in his personality when he says: "Upon seeing a student on the street or on campus, Dr. Baker will always say 'hello'. He does not recognize the person as an individual; he extends his greeting just because the person is a student. It is a friendly and cordial attitude. . ."

There are many students who Dr. Baker comes to know. To them, he extends special greetings which are remembered and cherished by the students. Often these greetings are accompanied with brief conversations which Dr. Baker uses to gain the students' viewpoint on certain matters.

One such student who many times has met this man is Eden Anderson. As former women's league president, she has her finger on the pulse of the thinking of student women. Miss Anderson explains her conversations with

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With students on OU campus.

By Edward Wright, Jr., '61

The Symbol of Ohio University

FROM ONE alumnus' point of view, the impending departure of John C. Baker from the presidency of Ohio University is looked upon—it must be admitted — through at least a slight mist.

For someone like this alumnus, who has not had an opportunity to visit The Green for a decade, John Baker has become the living symbol of Ohio University. For many of us, far removed in time and distance from our college days and Athens, Alma Mater has become an object of great pride and an even greater affection than in the days of intimate contact with her, and for this fact John Baker is responsible.

His accomplishments in developing Ohio University as an institution, in strengthening the faculty, constructing a tremendous physical plant, are spread across the record. What may not be too obvious is the part he has played in bringing the alumni closer to the bosom of Alma Mater in the sense that he has awakened in us an affection for her many of us never knew existed.

Before the arrival of John Baker on The Green—it wasn't even The Green then, just a campus—alumni ties to the university, except for those who had stayed close to Athens, were tenuous indeed. Yet the alumni body contained many persons who had the energy and means which could be put to work for the betterment of Ohio University, but whose interest and enthusiasm had been allowed to remain latent or undiscovered.

If John Baker is to be remembered for nothing else—and there is no fear of that—he should be forever honored for having stimulated a significant portion of the alumni into becoming a potent force linked inevitably to the continual surging forward that must be done by the university in these times.

President Baker's accomplishments in the field of alumni relations are, of course, typical of his standard of performance generally. His success in awakening the spirit of the alumni was possible only because he had made their Alma Mater into something that they could take pride in, even from thousands of miles away.

My relationship with President Baker goes back to his second year at the helm of the university and from the first meeting he gave the impression that what he set out to do would be accomplished.

A New Atmosphere

I am one of a relatively small group of alumni whose undergraduate experience on The Green covered both non-Baker and Baker years. I recall that upon discharge from the Army in 1946, I hesitated in returning to Athens, not because I hadn't enjoyed my pre-war experience, I had, but because I doubted that Ohio University would offer the challenge I felt I needed as a more mature student. But I did return, after receiving a letter from a former roommate that said "come back, there is a completely new atmosphere here."

And so there was a completely new atmosphere. A school bulging with an overflow of the most serious students in its long history was rising to the occasion and it didn't take very long to figure out that the main difference was the man from Harvard.

Somehow, in one convocation speech, John Baker could acquaint you with his aspirations for both the university and for the students current and coming and at the same time inspire you to work harder to meet the high goals he set for you.

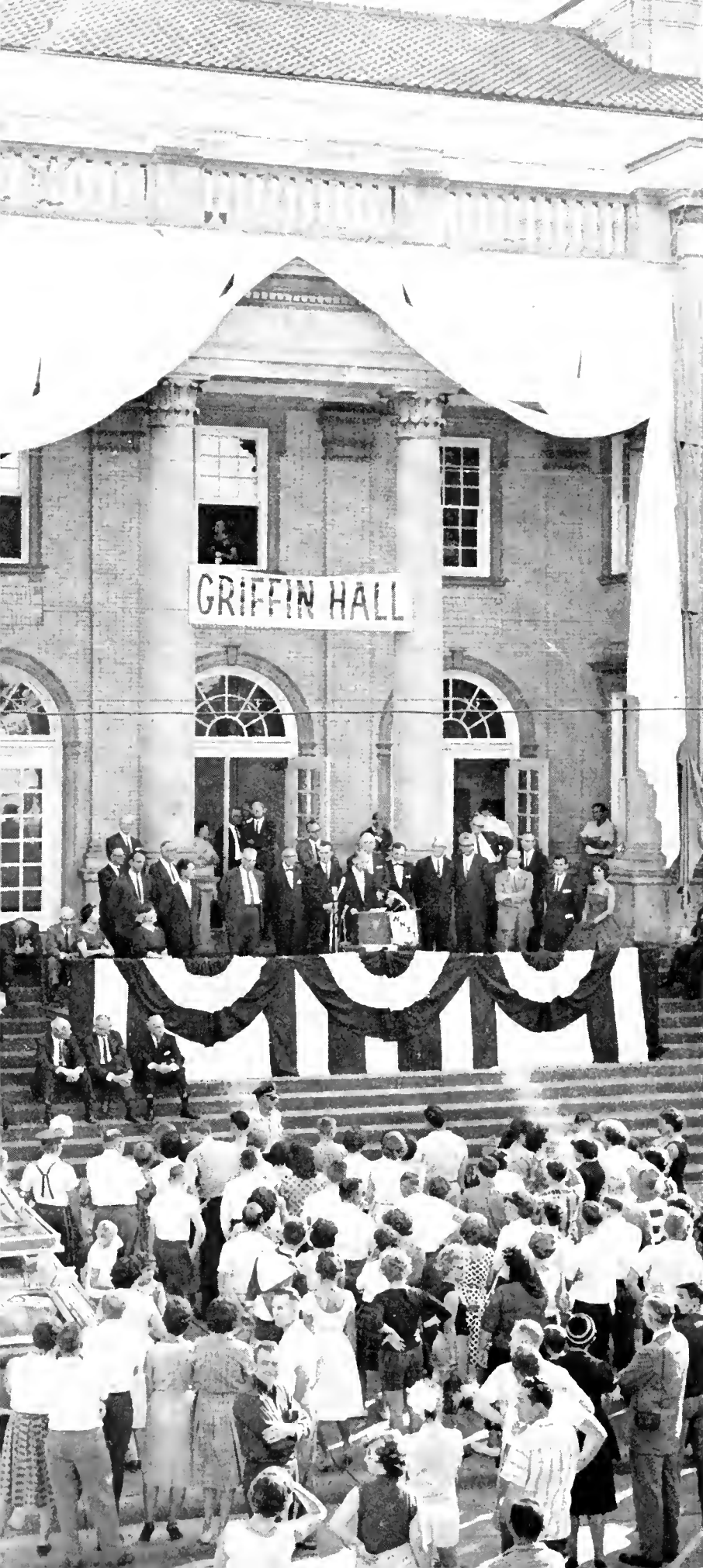
Of course, I had a unique oppor-

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With alumni Dick Linke and Sammy Kaye.

By Martin Blau, '48



Daytime branch students

IT WAS not until ten years after our branches in Chillicothe, Portsmouth and Zanesville were in operation before President John Baker and I really knew anything about how branches were operated in other states. Ohio University's branches, as they are operating today are the result of hundreds of short discussions. Some in an automobile, lasting all the way from Athens to Cleveland or probably as long as it took us to walk from his home to Cutler Hall. We made no long extensive study of how the branches were to be operated. The idea was conceived in late May, 1916. That September they were ready for operation. However, before we opened our first branch, President Baker cleared the idea with Governor Lausche and then invited the presidents and business managers of all the Ohio state universities to Athens where we detailed our plans.

Out of all of this emerged a branch program, typically for Ohio, that has been in continuous operation for 15 years and has set the pattern for the other Ohio state universities. Our whole program is characterized by simplicity, economy and quality. There are now enrolled 3303 students with a faculty and staff of 325 in the seven branch colleges which are located at Chillicothe, Portsmouth, Zanesville, Ironton, Martins Ferry, Lancaster and Lockbourne Air Base. In Chillicothe and Portsmouth we have daytime as well as late afternoon and evening classes. Since 1950, our branches have

Dedication of Portsmouth's Branch College building.



Chillicothe

TAKING HIGHER EDUCATION TO THE STUDENTS OF OHIO

By Dean Albert C. Gubitz

operated without the benefit of state appropriations.

When I ran into operating situations that "just could not be done," because circumstances demanded that they be done differently, he would say, "Al, find someone else with more flexibility." When, time after time the Cadet teaching program was criticized, he would tell me "push it all the harder." He was aware that many Southern Ohio counties would find difficulty operating without it. He often repeated "Al, this program is meeting a vital need."

Before we started a branch in any locality, he was insistant that we check out all of the details with every possible group that might be concerned. He was always insistant that "no one be hurt." For example, when we went into Zanesville, President Baker personally made a trip with me to Muskingum College where we had a long talk with President Robert Montgomery. After President Montgomery indicated that he had no objections, we moved into Zanesville to talk with Superintendent Don Summers. President Baker was always painstakingly meticulous to see that no one was hurt.¹

One of the important early decisions made by the President, relative to our

branch operation was that they would not or could not be treated as "step-children".

Strong Advisory Committees

Another one of his strong admonitions to me was to "establish strong local advisory committees." These local advisory committees are composed of outstanding business, industrial, financial and professional people interested in the promotion of higher education.

The Chillicothe and Portsmouth committees were important factors in the establishment of the daytime programs and in providing facilities in which these programs could be scheduled.

The Ohio University branches have been forged to meet the situation in Ohio. As a testimony of how well this was accomplished, studies of the operation have been made by California, Minnesota, West Virginia, even educators from Hawaii and Columbia have been here to observe what has been done.

All of the decisions that we made were not one hundred per cent correct, but instead of spending a great deal of time and study on each division of the project that was undertaken, we found that we learned quickly if we would put the thing that we had in mind in operation. We found out rapidly when we were in error. To illustrate this, at first we attempted to hold convocations, dances and various other types of student activities in the

branches. It took us only a short time to discover that what the students were telling us was to let them alone, what they really wanted to do was study.

In our many conversations, President Baker often in a few words would bring out strong administrative conclusions and admonitions. Two that I particularly remember were "always be slow to anger," and "never expect any expression of gratitude." One of the things that I have observed with great interest during the last fifteen years working with the President, was the fact that he would give an assignment, review the situation and tell me where he wanted to go. However, he would never show any great interest in how the target was achieved. His big interest was "to get results" in improving the quality of human effort. If this was accomplished, there were no questions.

Earn While They Learn

The University, under President Baker's leadership, has taken higher education to over 20,000 students in seven different areas, from Martins Ferry to Portsmouth, from 1946 to 1961. To most of them, a college education had never seemed a possibility. About ninety per cent of them "earned while they learned." Many are now elementary and high school teachers. Some continued their education and are now engineers, doctors, lawyers, personnel directors, college instructors and business men.

The story of the branches is another part of the outstanding leadership of President John C. Baker.

(1) I remember here his attitude during the Sesqui-Centennial Scholarship Drive. The objective was originally \$150,000—his own "flexibility" changed the objective to \$200,000, then \$300,000, then finally \$400,000—but he held to original "ground rules" that "nobody should be hurt". Generally speaking, industry was to be considered out of bounds as industry was the normal hunting grounds for private institutions.

Vision Of An Ambitious Goal

EACH YEAR it becomes more evident that a state university cannot remain a quality institution through legislative appropriations alone.

The public is just beginning to make this realization. Many observers close to the university scene have known it for years but have done little about the situation. Others are taking counter steps to meet the problem.

John Baker realized the need for "outside" money when he first stepped foot on the Ohio University campus. And in his characteristic way, he did something about it—immediately. He established the Ohio University Fund.

Today we know that the future greatness of Ohio University will depend a great deal on the Fund. One of my colleagues in university affairs said recently that "Next to the board of

trustees of the University, the board of the OU Fund will be the most important organization at the campus in the years to come."

In this I concur completely. And I am certain John Baker now numbers among his many satisfactions his foresight in recognizing this tremendous need 16 years ago.

The Fund is only striking the surface of its future obligations. Yet, it has a distinguished history, with moments of triumph. At the very least, it has indicated what can be done in support of research, scholarships, and many other essential elements of quality education at Ohio University.

A question that often arises is, "Why should a person give money to a state supported university?"

Whenever I hear that question I re-

member something Dr. Baker said not so long ago. In telling about the highly successful Sesquicentennial Scholarship Fund drive of 1954, in which some \$400,000 was donated by alumni and friends, he pointed out that hundreds of needy students are benefiting from this money.

"Not a year goes by that this fund is not modestly increased by unsolicited gifts," he said. Then he added something that drives home the importance of giving to the OU Fund. "The results of this Scholarship Fund are exactly the same at Ohio University as they would be in any privately financed institution," he said.

Stature through Private Support

Analyze some of America's greatest universities which are state supported, and you find they have achieved their stature by means of private support. Prime examples are the University of Michigan and the University of California.

The research, special lectureships, distinguished professorships, publications and other supplementary programs that have raised these institutions above the level of mere adequacy have been possible because of money from alumni and friends. Today's tax structure has made these contributions all the more important.

That is the goal John Baker has visualized in establishing and developing the Ohio University Fund. An am-

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Ohio University Fund, Inc. Trustees

Edwin L. Kennedy, '26, New York City, president

Joseph S. Gill, '38, Columbus, Ohio, secretary

Dr. John C. Baker, Athens, Ohio

William H. Fenzel, '18, Athens, Ohio

John W. Galbreath, '20, Columbus, Ohio

Fred H. Johnson, '22, Columbus, Ohio

Charles O'Bleness, '98, Athens, Ohio

Dwight H. Rutherford, '26, Athens, Ohio

A Working Board Of Trustees

TOO OFTEN a board of trustees becomes a legal facade for a non-working group which goes through regular formalities of meeting and appearing at public functions. This, I can say without fear of repudiation, has never been true under the dynamic administration of John Calhoun Baker.

The law states that a board of trustees shall formulate and decide upon the policies of Ohio University, along with the University's president. John Baker has, during his sixteen years at our institution, taken this law literally and seriously.

I often have asked myself during the past few years, How does this man project his enthusiasm so completely into a group of men who are busily engaged in business activities of their own? What is it that makes us drop important engagements to travel to the Ohio University campus—and enjoy doing it?

The answer, of course, can be found in the recent history, of our university. The growth, both physically and academically, has been nothing short of phenomenal. As trustees, we have received many of the greatest thrills—the greatest satisfactions in our entire lives to have been an integral part of this development.

With President Baker leading the way for this exciting transformation, the duties of the trustees have not been confined to infrequent session at the meeting table. They have become day-to-day concerns of men who have been

called upon to participate actively in the affairs of Ohio University.

Legislative appropriation requests, financing of building, graduate college policies, matters of inter-university relations, land purchases, fees, scholarships, building priorities, and many other issues become the continuous concerns of trustees.

A working group? Under John Baker it could not be less. A satisfied group? The attendance at trustee meetings and the vigor of participation attests to this.

Just recently the trustees decided to have flood lights placed so as to illuminate the heart of the campus, Cutler, Wilson and McGuffey Halls, on special occasions.

During Commencement Weekend in June—the last of John Baker's admini-

stration—I stood at the corner of the Center, named that day for the president. I looked at those three beautiful old buildings, flood lighted for all to enjoy. Then my mind's glance penetrated the darkness toward the rest of the campus and I thought of the things that have been done, and the things that are yet to come.

As I looked, I could almost hear again the ideas, the hopes and the plans that had been formulated over the trustees' table in Cutler Hall, with President John Baker exuding confidence that this university *could* become a great quality institution.

Never will I be able to adequately described the wonderful feeling of satisfaction I felt that night, in having been privileged to take an active part in this important movement.

Fred H. Johnson, '22, Columbus, Ohio, chairman

Gordon K. Bush, '24, Athens, Ohio, v-chairman

Paul R. O'Brien, Athens, Ohio, secretary

John W. Galbreath, '20, Columbus, Ohio

Joseph B. Hall, Cincinnati, Ohio

Edwin L. Kennedy, '26, New York City, N. Y.

C. Don McVay, '12, Athens, Ohio

C. Paul Stocker, '26, Lorain, Ohio

Ohio
University
Board
of
Trustees

THE BAKER FAMILY

By Charlotte Lane

YEARS ago when I was in the third grade we occasionally played a word association game. The teacher would give a familiar word and then we had to sit very quietly and let the word take us on a mental journey. After a few minutes, time was called and we'd be asked to retell the path our thoughts had traveled. Most of us loved the game and found it intensely interesting and even exciting.

I went back to that old game when trying first to isolate my thoughts of the Bakers as a family. A series of pictures came flashing through my mind. As the pictures moved along I realized there were certain characteristics evident in each—warmth, a sense of fun, a close feeling of togetherness and yet, at the same time, a real respect for the individuality of each member of the family regardless of age. They like each other.

The opening picture was my first meeting with Dr. Baker. It was most informal. While walking down Court Street, my going-on-two year old daughter suddenly slipped her hand from mine and went running down the street. The street was crowded and her legs for all their chubbiness were surprisingly agile. I saw her turn down the alley by Katherine Figg's, laughing as she ran. A man turning into the alley from College Street noticed her and then me. Walking swiftly he reached her, bent down, picked her up and held her high in the air. They were both laughing as I came up to them. This was part of a wonderful game for her; and the man, I'm sure, appreciated the gay fun this was for a little one. I couldn't scold—instead I found myself laughing too. We chatted a bit—I thanked him and then we went on our respective ways. Several weeks later at the inauguration I discovered that I had already met our new president, John C. Baker.

Touch of Eastern Accent

Here, for the first time, I met Elizabeth Baker, tall, slender, rather tired looking—I heard later she hadn't been well—long brown hair worn almost shoulder length, vivid blue eyes, a beautiful low voice with a touch of Eastern accent. I saw the three little girls—very

quiet and polite but interested in all that was happening. They made a most appealing picture—slim stair steps in height, identically dressed in navy blue Chesterfield coats and straw Breton hats with streamers—Betsy, tall, dark-haired, very like her mother; Ellie, blonde, more even featured, a little rounder, and eyes not as vivid a blue. Anne, the littlest, lighter brown hair and blue eyes bright with color and mischief even though she was outwardly at that moment being very subdued and ladylike.

The Daughters

Years later, as one of Betsy's junior high and high school teachers, I had further opportunities to become acquainted with Elizabeth Baker and to formulate more opinions about the family. Betsy was seemingly completely unimpressed with the importance of her father's position and unaware or unwilling to press for any of its potential advantages. She was an excellent student with a delightful sense of humor, but unassuming—and like her mother, even shy. Talented musically, we could not induce her to play for even our high school assemblies. In high school she became active in dramatics and willingly performed any task. In spite of her heavy schedule, Mrs. Baker attended even the one act plays which were presented for the assemblies and Masquer and Thespian programs. Never once did this interest become distorted and move over to the field of pressure or influence.

An incident with Ellie also remains as a vivid picture. Two days before her high school class presented *Stage Door* the director asked her to take over the female lead. Mrs. Baker questioned the wisdom of a teenager taking on such a strenuous, nerve-wracking task. Ellie was both eager and afraid. President Baker approved. This would be a challenge, and rising to a challenge he felt was a good experience. To me this is a reaction one should expect from Dr. Baker, who seemingly has been accepting challenges most of his life. And Ellie came through. As I recall she didn't have to be prompted once and gave a confident, competent performance.

In family portrait with Dr. and Mrs. Baker are daughters Anne (seated), Betsy (standing right), and Eleanor, and Eleanor's husband, Wallis W. Lawrence



Anne was the least studious of the girls. So she spent one summer in a private school where she received a real work-out in learning how to study. Like her sisters Anne was permitted to select her college. In choosing Oberlin, she accepted a very real challenge. The first year was rough, but she made it—and of her own volition went back for more. By her junior year she was saying with conviction, "I love it now."

The desire to be distinct individuals is demonstrated in the girls' choices of colleges. Betsy attended Bryn Mawr; Ellie, Radcliffe; Anne, Oberlin. Mrs. Baker had gone to Smith; Dr. Baker, Juniata in Pennsylvania and then Harvard.

Respect for Individuality

There is a very real respect in the Baker family for the individuality of each member—and yet there is an equally strong sense of "togetherness." I remember some very pleasant evenings when the talk would turn to books, and then someone would find a book and ask Dr. Baker to read. As he read, the entire family would gather around—the girls either making themselves comfortable on the floor or on footstools, or curling up in chairs. It was all very natural—a visitor realized instinctively that this was not an un-

usual practice in the Baker household. Then the talk might turn to interesting experiences and people—with all joining in the laughter and talk. Finally we'd leave with the warm, mellow feeling that we'd spent a delightful evening. Later we found ourselves wondering how a family with so many outside demands and intrusions could still somehow maintain this warmth and intimacy.

This same sense of warmth is felt when you sit with them around the dining room table. The talk flows on easily about a number of subjects. Their range of interest and information is wide. Sometimes the talk becomes very serious and intense and opposing views are expressed, analyzed and perhaps refuted—but always respected. And then suddenly the banter begins and everyone becomes light and gay.

Pictures of this kind become more frequent at Chatham where there is more leisure time and fewer intrusions. They swim together, sail together, and sit together on the front lawn overlooking the harbor. Yet, here too, the privacy of each is respected. To me a very real proof of the success of this family relationship is evidenced by the fact that the girls, all grown up now, come to the Cape so frequently and voluntarily. They want to be together.

Work is shared, too, by the family. There have been several summers when help was not available. They took turns then, planning and cooking the meals and doing the various household chores. Anne has to close her eyes when she plunges a live lobster into a pot of boiling water but she achieves a delicious sea food dinner. Betsy has a flair for exotic menus.

Early Morning Chef

Dr. Baker assumes his stint. He's the early riser in the family. One of the pictures I like to remember is of Dr. Baker busily making blueberry muffins for breakfast. And they were good! Even the members who didn't arrive in the kitchen until two or three hours later enjoyed them.

The warmth of this family moves outward in many ways. A casual telephone call often reveals very young voices and one finds that the Bakers are "baby-sitting" and enjoying it.

The personal calls they make, the notes they write, the questions they ask, the help they give are further evidences of their concern as a family for other families.

Over the years we have both received and witnessed this sensitive sympathy—

(Continued on Page 25)



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JOHN BAKER OF OHIO UNIVERSITY

one for a university president and father of growing girls. But John Baker has never stopped learning, and who knows? — if they had remained with us through next December, a dull conformity might at last have overtaken even the Bakers, and their New Year's Eve party might not have been once again one of the driest in the recorded history of mankind.

We have already adumbrated John Baker's tendency to bring home seven extra guests for luncheon or dinner, with little or no warning, and then to ask four or five of them to stay for the week-end.

Once when we were guests in the house, Elizabeth was off in New Jersey with her mother (an utterly enchanting old lady), and the cook had thrown a fit and departed. John suddenly talked my wife into cooking breakfast for three students from Yugoslavia. She did it gladly, as she would do anything for that man gladly, the students were actually as fascinating as they had been billed, and that night I had the delightful experience of paralyzing a very stuffy dinner party in Chillicothe by casually telling everyone present that that morning Peggy had cooked breakfast for three Communists.

However, I can understand why Elizabeth sometimes looks a bit haggard and harrassed, while cheerfully doing her own magnificent job. As John Baker would be the first to proclaim, if he thought it anything but obvious, his work in the last sixteen years and earlier would have been much less successful if he had not had on his side the devotion, stamina, humor, and grace of a woman who candidly does not share his catholic passion for human beings.

A President's Promise

Then there are one or two other items a little more serious and interesting that keep John Baker from being inhuman, implausible, and dull: failings that are consequences and expressions of his merits.

I know something about these, because I have not merely taken walks in Athens and sat on tropical beaches with this man: I have worked for and under him, hard, for seven years, while also trying to work with equal loyalty with and for a number of able and temperamental professors who especially during John Baker's early years at Ohio University had not taken to him as quickly and wholly as I had.

There is something that my wife and I soon learned to call "a President's Promise." Presidents of universities, as of other large and complex operations involving many different

and difficult people, often have to make decisions, and often feel warmly like making promises, before all the facts have come to their attention, so that naturally the decisions often have to be changed, and the promises broken, sometimes with explanations and apologies, but sometimes, in the press of business, without either.

To most professors and their wives, all this is clear enough, but now and again, to too many people for good administration, the apparent rupture of a promise or understanding, involving principle, seems too serious to be excused. Because I was known to be a friend as well as liege man of John Baker's, I heard a good many criticisms and complaints, and I could explain or laugh off most of them, but a few got home, rather painfully.

Accessible to Wounded Critics

Once in the mad month of May there seemed to be evidence that John Baker had let us all down rather badly, and after thinking it over for a few hours, I bearded him in his study in the old President's House. Anyone can do that with John Baker, within reason, and I have heard that in other universities the presidents take care to be inaccessible to wounded critics. My wife happened to be in the drawing room with Elizabeth, and she told me later that our shouts came through the walls in a rather chilling manner. We had been unjust to our boss, but his explanation was sorely needed, just the same.

Ah, but a good fight with a good boss clears the air, and you find yourself going on, afterwards, to work for him even harder and more happily than before. John Baker neither pats people on the head nor relishes yes-men or schemers, and Ohio University has plenty of bonny fighters who have had it out with John Baker and become as candidly and happily his liege men and women as I ever was.

Sixteen years, ending at sixty-five, may be enough, as they say, and technically I left his team eight years ago, anyway, but I tell you, I hate to see this captain go.

Like so many others, the Smarts will miss the Bakers dreadfully — and incidentally, we shall all have to make a real effort not to bore and irritate their successors in this respect.

I do not mean here that we shall miss John Baker as a brilliant boss and triumphant builder of a real university — although we shall do that, God knows. I mean that we shall miss him as a companionable and exhilarating human being, happily faulty and human but magnificent, a unique and invaluable friend.

Wherever he goes, to Cape Cod or the Congo, Washington or Bogotá, he will wander around in a battered old hat, seeing and hearing everything, saying "Hello" to everyone and "Well . . ." to the hucksters, while thinking up and then actually realizing the most wonderful schemes for helping people to learn more and live better.

At sixty-five he is younger than most men are at forty-five. It is probably rather parochial and even vulgar of us to want to keep him to ourselves any longer.

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THE SYMBOL

(Continued From Page 17)

tunity as the first editor of the Post to be invited to meet regularly with Dr. Baker to really appreciate the man, as well as the administrator. Many of my friends seem to feel that "Black Friday," an editorial I wrote condemning a solitary action of Dr. Baker's was the most important single highlight of our relationship. Nothing gives me greater pleasure than to state that it was probably one of the least significant moments, despite the fact that it did accomplish some purpose.

What I remember with much more pleasure was our work together to launch the building of the Student Center and perhaps most importantly, the great Cutler Hall Rededication celebration, which, since having gone into publicity and promotion work I recognize as a truly tremendous public relations coup. Certainly the publicity and climate of public opinion generated by the celebration paved the way for many of the great things John Baker was able to accomplish in subsequent years.

John Baker's successor as President will face a more difficult task than any of his predecessors. The 1960's will offer American universities and colleges their severest tests, and Ohio University, because of its obligations to the high school graduates of the state, will be among those facing the greatest challenge.

But the new president will have a great advantage. Not only will he have a faculty and physical plant that were developed at such a rate in the past 16 years that he will not have to do any catching up, but he will also have a solid foundation molded by John Baker on which to continue the building which must go on and on. If there was one lesson John Baker leaves, it is that you cannot stop to admire what you have done but must always have your eye on the next step and the one after that. From his first days in Athens

he pegged his goals a little further and a little higher.

Is it any wonder then that an alumnus cannot quite look at the departure of John Baker with a clear eye. He has been so kind to our "best girl," done her so proud, filled us with such pride, that as we wish him well in the future, we do it with a twinge of regret at his going.

Thank you, John Baker.

THE BAKER FAMILY

(Continued From Page 23)

this sharing of grief, this concern for others many, many times.

Yes, the years have provided many pictures of the Baker family. The three little girls are grown up now—Ellie is married, Anne was graduated in June from Oberlin, Betsy is teaching at Wheaton College and working on her doctorate. Dr. Baker says he is going to retire but I can't imagine his remaining idle for long. They're moving their furniture to Chatham—and summer days I'm sure will find them all there for short intervals at least.

And what is the prevailing philosophy which will continue to hold this family together? I don't know. I don't know if Dr. Sprock or Dr. Gesell were ever consulted. There certainly must have been many tensions—five intelligent, strong-willed people couldn't live together without them. There must have been discipline. My grapevine tells me that when in high school the girls had smaller allowances than many of their classmates. None of them had a car when she left for college. Yet in many situations they were allowed unusual freedom of choice and were trusted when other parents might have questioned or forbidden.

Somehow I feel that no particular system was used or theory followed. Instead a home was created where security was insured, and wide intellectual curiosity, artistic appreciation, interest

in others, a keen sense of fun, an active desire to achieve, and a mutual respect and willingness to permit each member to be an individual in an intimate, secure group were encouraged and nurtured.

I like my pictures.

NO COMPROMISE

(Continued From Page 16)

him candidly: "It is hard to believe that the man who is talking to me as a friend is the same person who has talked before the United Nations. The two roles are quite different, but he handles both equally well."

This is by no means a pseudo interest which Dr. Baker takes of the students, but a deep concern.

Student opinion has overruled that of faculty and administrative personnel in Dr. Baker's decisions in a number of instances.

For the student who has been here four years or even one semester, it is difficult to imagine Ohio University without Dr. Baker in the Office of President.

AMBITIOUS GOAL

(Continued From Page 20)

bitious one? Of course. But it will be achieved.

In this, his last year at the University, the President has set the foundation for building a great Endowment Fund in the OU Fund, Inc. From this money, only the interest will be used, with the principal growing year by year.

In the years to come, the Ohio University Fund undoubtedly will prove to be one of the greatest of the many endeavors initiated by President John C. Baker.

About the Authors

Charles Allen Smart, who wrote the lead article for this special issue of the *Alumnus*, has published a long list of novels since graduating from Harvard in 1926. In 1953 he terminated seven years as writer-in-residence at OU, and since then he has divided his time between homes in Mexico and Chillicothe, Ohio. Before leaving the University, however, he wrote the historical drama, *The Green Adventure*, produced as a feature of the Sesquicentennial celebration in 1954.



The skits and odes of Carr Liggett, author of the "Affectionate Farewell" on Pages 2 and 27, have poured forth from the Cleveland's typewriter for years. Now in semi-retirement from his job as head of the Carr Liggett Advertising Company, Inc., he has continued producing creative works, among them a full-length musical comedy premiered at OU in 1958.



President of the Board of the OU Fund, Inc., and a member of the OU Board of Trustees, Edwin L. Kennedy also has served two terms as national president of the Alumni Association. He and his wife, the former Ruth Zimmerman, have established a Distinguished Professor Award at the University (Nov., 1960 *Alumnus*).



A student both before and after the inauguration of President Baker, Martin Blau has been active in alumni affairs, particularly in the New York area. A former newspaperman, he now is international publicity and promotional manager for Columbia Pictures International.



No one could be more qualified to write about the OU Branch College system than Dean Albert C. Gubitz, who has headed the program since it began in 1946. The former professor of economics also heads the Bureau of Appointments. He was executive director of the Sesquicentennial Scholarship Fund campaign.



Charlotte Lane, whose husband, Christopher Lane, directs University Theatre work, has been a friend of the Bakers since they arrived in Athens. Mrs. Lane is a "permanent substitute instructor" of speech, and for the past four summers she has gone to Chatham, on Cape Cod, where Mr. Lane directs and Mrs. Lane promotes the University's Monomoy Theatre.



It isn't often that a young man moves directly from college into the editorship of a newspaper. However, such is the case with Edward B. Wright, Jr., who left the University in June and became editor of the *Forest Hills Journal*, which he and his parents, also OU grads, launched this summer in Cincinnati.



This June Fred H. Johnson was honored by OU for outstanding service spanning many years. Currently chairman of the Board of Trustees, he was general chairman of the Alumni Sesquicentennial Scholarship Fund Campaign and has been a member of the Board of the OU Fund, Inc., since it was established.



More than 35 million students have used textbooks written by Dr. Robert L. Morton, who retired last year after 42 years on the Ohio University faculty. Since his retirement, Dr. Morton has continued writing and travelling by jet aircraft to all parts of the world. In between trips, rushing to meet deadlines and consulting with his New York publishers, Dr. Morton took time to write the *Alumnus* article on Page 8.

As governor of Ohio from 1954 to 1958, the Hon. C. William O'Neill, now a judge of the Ohio Supreme Court, worked closely with President Baker on many occasions. His article on Page 12 draws from this close association, and from the personal friendship that resulted from it. Judge O'Neill is the author of myriad articles, and a book of his speeches is now being prepared for publication. A lawyer since 1942, he has been a major political figure for 10 years.



Gordon K. Bush, publisher of the *Athens Messenger*, holds the distinction of serving on the OU Board of Trustees for the longest tenure in the history of the University. Now in his 33rd year as a trustee, he has been a key figure in the physical growth of the University, serving for many years as chairman of the planning, building and lands purchase committee. He also served as chairman of the committee to select President Baker's successor.

(Continued from Inside Front Cover)

He'd not quite crossed the campus
when the GI's started coming
By earnest thousands—Athens soon
was pandemoniumming.
They came from all directions
in jalopies, trains and busses,
A-foot, a-horse . . . they claim a few
on hippopotamuses.
They came alone, they brought their wives
and children too, galore:
If they had no kids as freshmen,
well, they did as sophomore.
They filled up all the dorms and houses,
the army surplus sheds,
And they yelled to President Baker
for a place to lay their heads.
He took that crisis in his stride . . .
today we celebrate
His years since then in which he's made
our Alma Mater great!

III

Man is the animal with the noble mind,
A thinking brain of most prodigious kind,
A feeling brain that shares in its control
When man is master of his psychic soul.
But alas, man wastes his mind in base devotions
To hungers born of animal emotions,
To avarice and hate and lust for power,
To fear of the unknown in which to cower
Clutching the myth his ego says must be,
His proud pretension of divinity.

But still this vain, this unlearned mortal man
Is gulled by old kings' sons, the gangster clan,
With monstrous frauds . . . like Moscow's tyrannous game,
By princely clerics in humble Jesus' name,
By that devout white "Christian" population
That sanctifies black Christian degradation.
Yet man's brain fashioned him the words to think,
And has thought beyond his language to the brink
Of Life's last secrets . . . by a high devotion
To truth, in spite of dogmas of emotion,
Whose frightened scribes and Pharisees disdain
The moral strength of free man's reasoning brain,
The brain that, once of wishfulness unbound,
Harvests the noblest ethics man has found;
The soaring brain that dreamed those minsters soaring
Above York's Roman walls, for man's adoring
Of a God created too by human mind!

If there's salvation for our humankind
In man's new Spring of wakening discontent
That asks for more than old expedient,
It must be found where minds are still most free.
In an undogmatic university,
Whose realm is the totality of existence,

The cosmos swept of human inconstance:
Where dedicated minds seek diminution
Of backlash ills from the science revolution:
Where fearless teachers wake in dreaming youth
The will to search for life's redemptive truth!

IV

Who's got time to read the names (or a big enough bin to
file 'em)
Of the buildings President Baker's built from airport to
asylum?
Who can name all the scholars in distinguished company
He's brought to make those Athenian halls a university?
Who can describe his will to lift "higher education" high?
Nobody can . . . but I'm the sort of fool who has to try.

John Baker's driving genius stems from his code of excellence:
From learning that scoffs at mediocre standards, at pretense,
At paltry motives and morals and parochial ambitions —
These write no Gettysburg Addresses, find no atomic fissions,
Compose no symphonies, and pen no Bills of Human Rights!
It's the stern code of mature adults, not of childish parasites.

It scorns curricular trivia that not since schools began
Have ever had a part in making an educated man.
It welcomes none who aim to live in a spiritual hiatus,
Who would serve mankind in country clubs and worship the
Jones's status.

It's a code demanding a quality of teaching to amaze
Young minds with the humbling thrill of stars in fathomless
Milky Ways.

It's code of knowledge and sympathy and inspired imagination,
But most of all, of integrity in every situation.

Personal, intellectual . . . as even fools must learn
That nothing's worth possessing that the possessor doesn't
earn.

That the cheater is the cheated whatsoever he would do
That tries to cut across the law: "To thine own self be true."

How can we thank John Baker for his leadership and vision,
For all he's done these sixteen years since the year of his
decision?

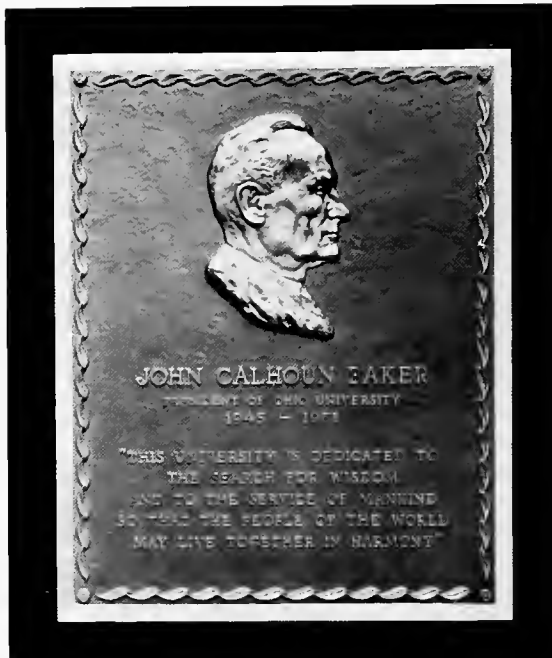
For our "Harvard On The Hocking" so completely qualified
As a truly great university of which we sing with pride,
"Alma Mater, Ohio?" . . . Soon he goes. We'll say goodbye
In a mood that makes us fight the tears as memories multiply
The wish his students, faculty and alumni would express,
That his more than earned retirement may be years of
happiness.

At least as deep as his joy last Fall when at last, praise alma
mammy.

The Bobcats, as his farewell gift, beat the hell out of Miami!

Of course there'll be other presidents when our favorite one
departs,

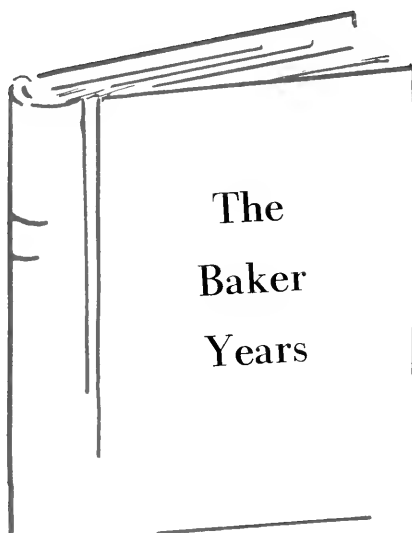
But it's he we'll be remembering with loving and grateful
hearts.



A bronze plaque, designed and fashioned by Noted Artist Dwight Mutchler, has been placed in the lobby of John Calhoun Baker University Center, named for Ohio University's fourteenth president. The plaque has Dr. Baker's profile in bas relief, together with a quotation from the retiring president. The new official name of the Center appears in gold letters across the front of the building.



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A Book by Paul Fontaine

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